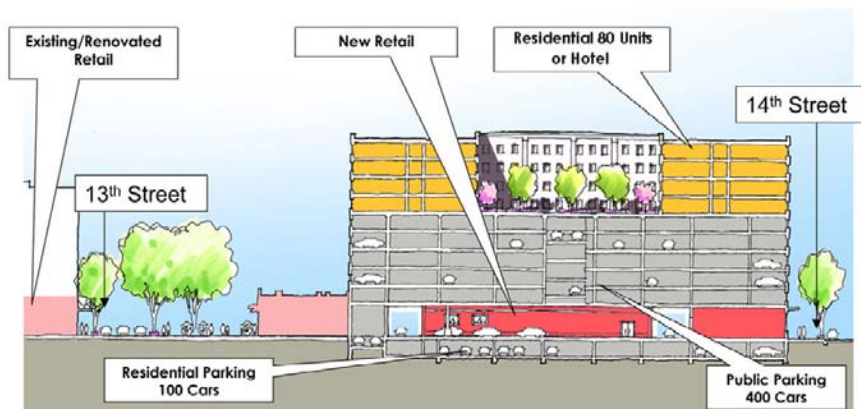


**Parking/Mixed Use**

Catalyst

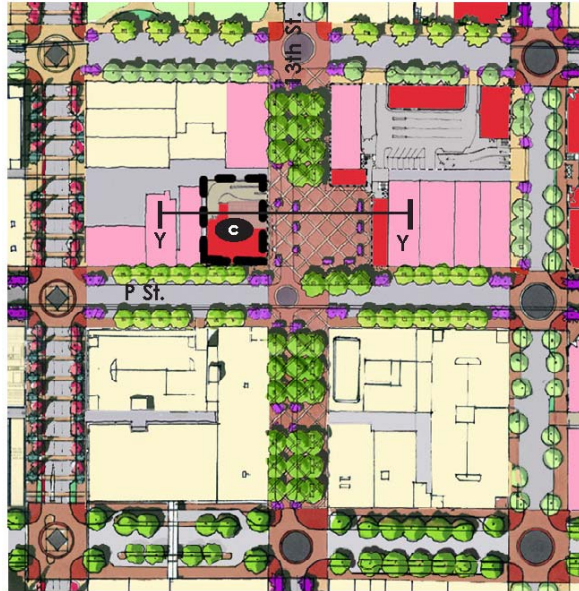
**B**



**Parking/Mixed Use**

Catalyst

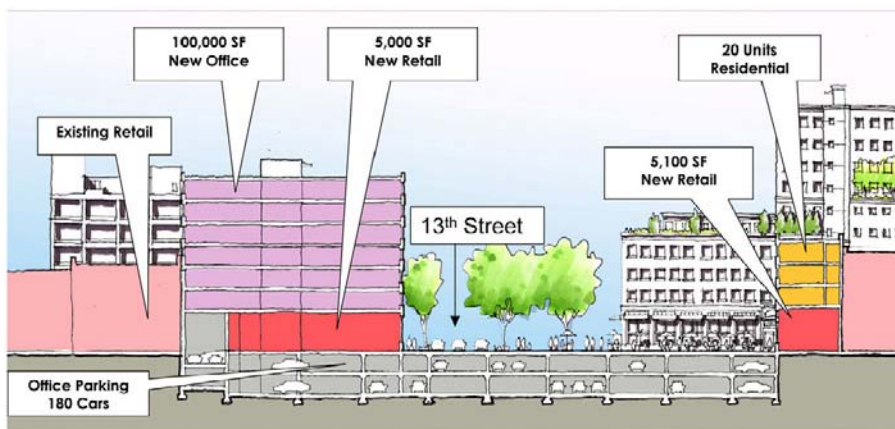
**B**



**Civic Square Office**

Catalyst

**C**



**Civic Square Office**

Catalyst

**C**



Catalyst

## P Street Infill Development

# D



Catalyst

## Arbor Day Foundation Building

# E





# Arbor Day Foundation Building

Catalyst

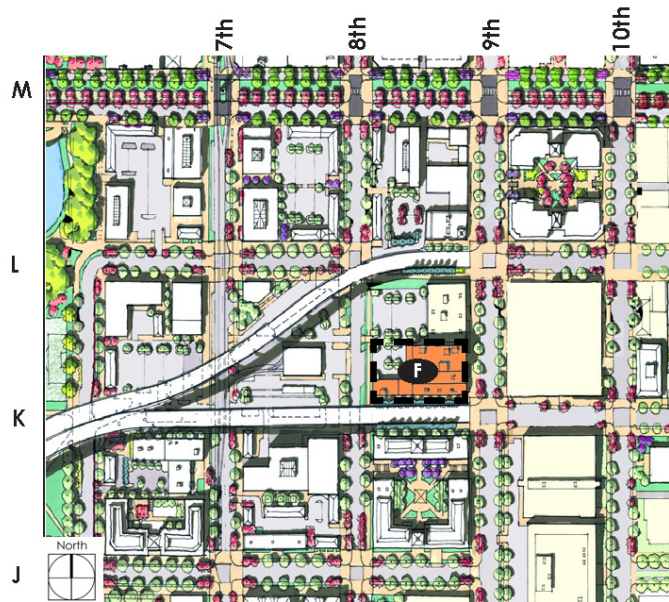
**E**



The  
Clark  
Cheney  
Partners

**National Arbor Day Foundation**  
Preliminary Exterior Design

June 2005



Catalyst

**F**

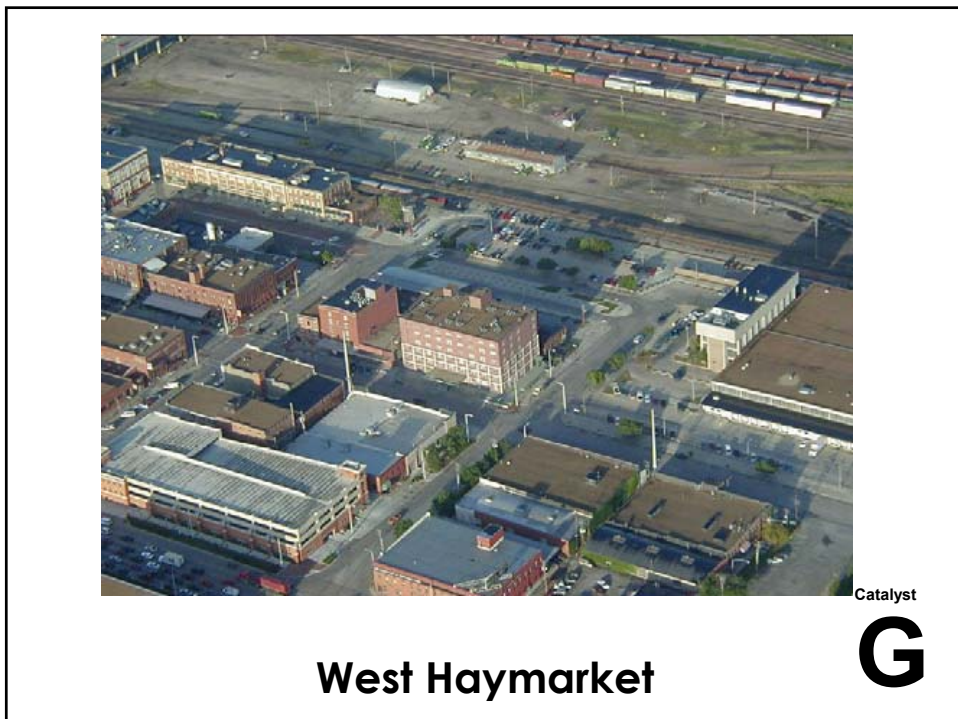
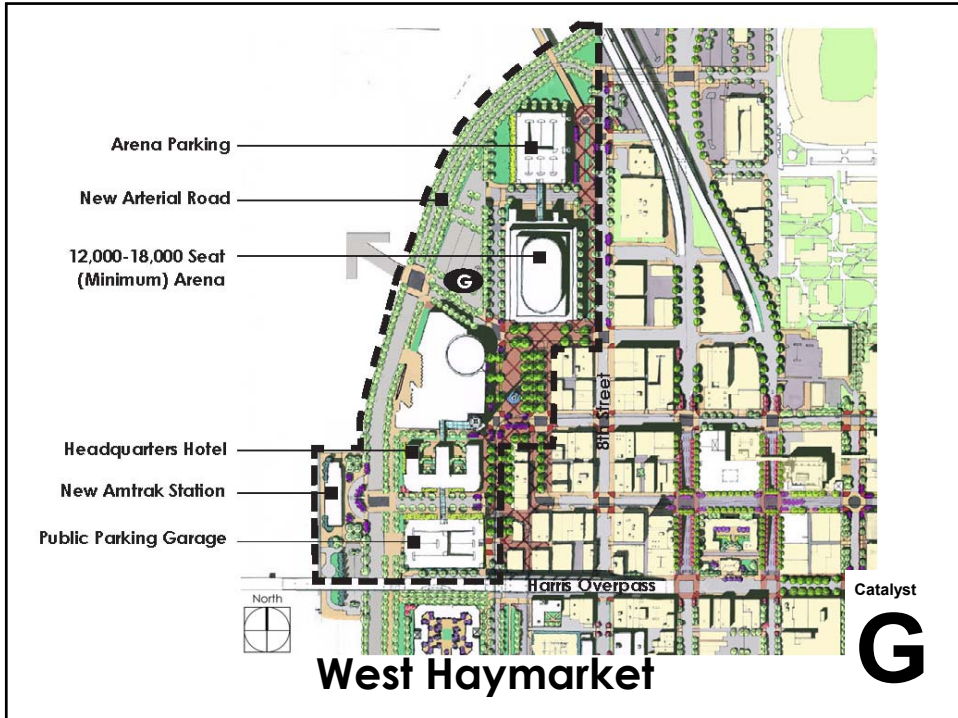
## K Street Power Station Complex



Catalyst

**F**

## K Street Power Station Complex



## Responsibilities

Implementation of this plan will require focused, aggressive efforts by the public and private sectors over the coming years. For this plan to be successful, a comprehensive, consistent and coordinated effort will be necessary.

### Managing Implementation

The key entities below will be responsible for the following:

#### City of Lincoln

- Needs to develop an interdepartmental implementation team to coordinate public sector efforts.
- Develops and implements Urban Redevelopment activities, such as attracting developers, assisting in site assembly, and reviewing and approving development plans.
- Constructs public infrastructure and amenities.
- Provides public parking in the downtown to relieve existing demand or as an incentive to induce private development.
- Administers loan and grant programs contributing to downtown revitalization.
- Participates in retail recruitment, outreach and marketing programs.

#### Downtown Lincoln Association in partnership with Lincoln Chamber of Commerce/Lincoln Partnership for Economic Development

- Provides an education curriculum for downtown businesses in the areas of advertising, customer service, marketing and visual merchandising.
- Provides information on available small business loan and grant programs.
- Develops information on the

- Creates an effective leasing brochure for the downtown.
- Participates in retail and office recruitment outreach and marketing programs.
- Explore the development of a Community Development Corporation (CDC) to assist in the redevelopment process.

#### University of Nebraska - Lincoln

- Participates in a joint design plan study for the Promenade along R Street.
- Participates in a study for Downtown Arena in West Haymarket.
- Participates in 12th Street Arts Corridor Design and Development.

#### Property Owners and Business Owners

- Focus on building renovations and tenant upgrades by taking advantage of available loan and grant programs.
- Continue to support the implementation of the Downtown Master Plan.
- Provide the information required to create an effective leasing brochure for the downtown.
- Participate in retail and office recruitment outreach and marketing programs.

#### Other Implementors

- Local and National Foundations.
- Lincoln Electric System.
- Other Governmental Entities.

## Policies, Regulations and Guidelines

The City of Lincoln will be responsible for carrying out any relevant changes to policies, regulations and community guidelines.

Master plan recommendations generally comply with existing plans, policies and regulations. Where recommendations do not comply, changes to the existing policies and regulations will be made to be consistent with master plan directives.

### Plan Adoption

The Downtown Master Plan should be adopted as a subarea plan, or other policy-guiding city plan. It should be incorporated into the City-County Comprehensive Plan.

### Development Review

To ensure that the policies of the Downtown Master Plan are implemented as envisioned by the community, additional updates or creation of new regulatory and discretionary review documents are needed. These include:

- Development and adoption of essential design standards and permitted uses. These should be highly graphic maps that describe street edge conditions and ground floor uses for only those critical areas in the downtown where the form of development must be very prescriptive.
- The Design Guidelines and the Design Review Process should be adopted as the primary tool for review of downtown buildings and public areas. A new structured process and review committee should be determined.

This process may involve a new committee or may incorporate the range of existing review bodies such as the Urban Design Committee, the Capitol Environs Commission, and Historic Preservation Commission. The new committee could provide recommendations to the Planning Commission and City Council, using the Design Guidelines as an exclusive evaluation tool. Thresholds are described within the Design Guidelines.

### Public Area Requirements

Design standards and details should be codified for the entire downtown to ensure unified and consistent development of streets, sidewalks, intersections and public spaces. While these standards must address roadway safety requirements for automobiles and trucks, they should be developed with an emphasis on the pedestrian and bicycle.



## Possible Funding Sources

Downtown revitalization is a multi-year task, and success is enhanced by a multi-year commitment of funding and incentive programs. There are many financing tools which will be available to downtown Lincoln to implement the projects identified in the Downtown Lincoln Master Plan. Some of these are described below.

### Tax Increment Financing (TIF)

This tool is primarily designed to finance public costs associated with a private development project. In Nebraska it was first instituted as "Community Improvement Financing" in 1979, and has been used with much success in Lincoln. In the consultant team's experience, it is the most effective tool in revitalizing downtowns nationwide.

Where it has been successful, TIF programs have designated an urban redevelopment area or "district" in which the taxes are set at a baseline amount above which any future tax increases (generated in the district) are used to support project implementation.

Typically, tax increment bonds are sold against the anticipated flow of this future tax "increment" - the portion above the set baseline that is generated in the "TIF District."

### Community Development Block Grants (CDBG)

Federally funded through the Department of Housing and Urban Development this grant program primarily has targeted affordable housing. It is one of the oldest economic development tools, but its use is diminishing because of recent funding cuts by the Bush.

This recent federal program is intended to attract private-sector investment into qualifying low-income communities to help finance community development projects, stimulate economic opportunity and create jobs. The program offers federal tax credits for making private investments in qualified Community Development Entities (CDEs).

These entities are formed specifically to receive and administer the funds. For instance, in Portland, the Portland Family of Funds was created. Acting essentially as a bank, it has helped finance such downtown projects as the reuse of the historic Amway Building into a regional theater complex, and the renovation of the historic Telegram Building.

Since 2003 approximately \$6 billion in federal tax credits have been awarded to some 60 organizations nationwide.

### Transportation Enhancements Act (TEA-21)

A federal transportation program which has been creatively used to construct transportation projects; for instance, may be applicable to Amtrak facilities and West Haymarket area improvements in Lincoln.

### Special Assessment/Taxing Districts

Like TIF programs, a privately-oriented leveraged debt program to focus incentives in a "self-funded" project area. For instance, in Portland, Oregon, a non-profit organization, Portland Streetcar, Inc. formed to construct and operate the downtown streetcar; it was funded in large part by designating adjacent properties to an "assessment district" to contribute funds.

sufficiently long period of time to capitalize financing for private investment through such means as:

- **Revolving loan fund** offering interest rate write downs.
- **Matching funds** for contributions to downtown projects.
- **Direct incentives for targeted retailers** - would provide a "negotiation fund" for target retailers or categories.

### Low-Income Housing Tax Credits (LIHTC)

Federal tax credits program created in 1986 under Section 42 of the IRS code to encourage the development of affordable multifamily rental housing. For example, in April 2005, a Racine, Wisconsin downtown housing development project identified in the recent Racine downtown master plan was awarded \$7.5 million of these "section 42" tax credits, through the state's Housing and Economic Development Authority.

### Federal Rehabilitation Tax Credits for Certified Historic Structures

Federal program in which a portion of the renovation investment in an historic building is credited back against federal income taxes, in exchange for certain federal (Department of Interior) renovation standards being followed.

## Lincoln Scope of Work

